

# **MODULE 14**

## **MAJOR INCIDENT MANAGEMENT**

# MODULE OVERVIEW

- Problems in major and complex incident management
- Major incident management organizations

# MODULE OBJECTIVES

- List the principal factors often found in, or related to, major and/or complex incidents
- List the four expansion options for incident organization, and describe the conditions under which they would be applied

# MODULE OBJECTIVES

- Demonstrate through an exercise, how to apply the various options related to major or complex incident management

# CHARACTERISTICS OF MAJOR INCIDENTS

- Involve more than one agency (often many)
- May involve more than one political jurisdiction



# CHARACTERISTICS OF MAJOR INCIDENTS

- Have the more complex communication and management problems
- Require more experienced, qualified supervisory personnel

# CHARACTERISTICS OF MAJOR INCIDENTS

- Require large numbers of tactical and support resources
- Cause more injury, death, illness

# CHARACTERISTICS OF MAJOR INCIDENTS

- Produce the most damage to property and the environment
- Longer in duration



# CHARACTERISTICS OF MAJOR INCIDENTS

- Have extreme elements of crisis/psychological trauma that diminishes human capacity to function
- Are the most costly to control and mitigate

# CHARACTERISTICS OF MAJOR INCIDENTS

- Require extensive mitigation, recovery, and rehabilitation
- Greater media interest

**INCIDENTS CAN EITHER...**

**START AS MAJOR INCIDENTS OR  
BECOME MAJOR INCIDENTS**

**There is virtually no location free from the  
potential of having a major or complex incident**

# WHEN MAJOR INCIDENTS OCCUR

- All of the Command and General Staff positions are filled, and a large organization is in place or is developing
- Most or all of the functional organizational units within sections are needed

# WHEN MAJOR INCIDENTS OCCUR

- Divisions/groups are established to geographically facilitate making work assignments
- The number of divisions may be such that Operations Section Branches are needed to reduce span of control



# WHEN MAJOR INCIDENTS OCCUR

- Multiple operational periods are probably required
- There will be a transition to a more qualified Incident Commander, and the most qualified personnel will be used throughout the organization

# WHEN MAJOR INCIDENTS OCCUR

- Other agencies or jurisdictions will be assisting and Unified Command may be in place
- Written Incident Action Plans will be required

# WHEN MAJOR INCIDENTS OCCUR

- Operations personnel may exceed several hundred per operational period
- Costs associated with maintaining the incident are high

# **FACTORS IN DETERMINING SIZE OF ICS ORGANIZATION**

- **Administrative and jurisdictional complexity**
- **Geographical area involved**

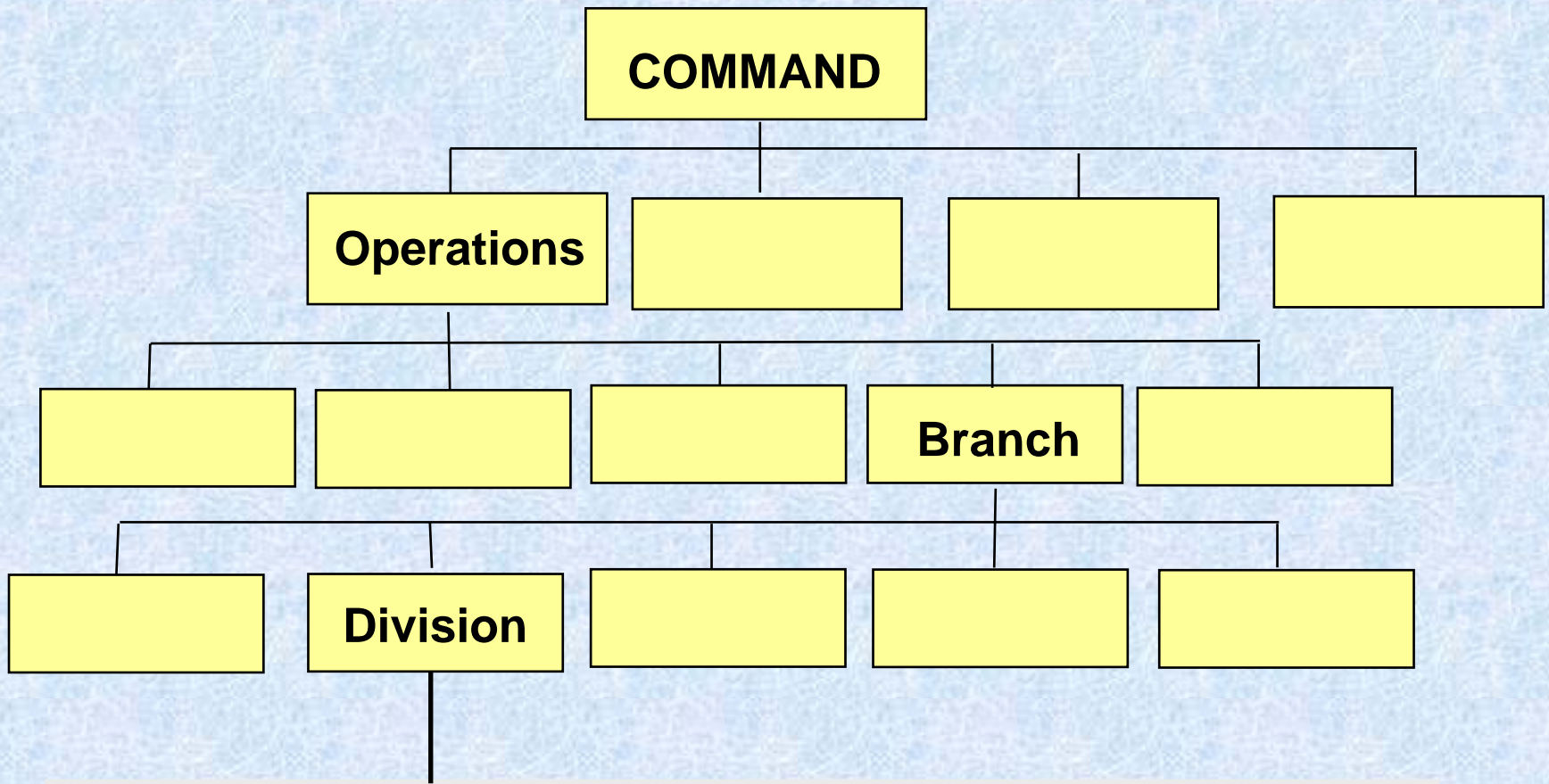
# **FACTORS IN DETERMINING SIZE OF ICS ORGANIZATION**

- **Span of control considerations.**  
This includes span of control in Operations as well as all other organizational elements
- **Functional specialties required**



# **FACTORS IN DETERMINING SIZE OF ICS ORGANIZATION**

- Incident logistical, planning, and other support needs
- Potential for growth



**SINGLE RESOURCES, TASK FORCES, STRIKE TEAMS, SQUADS, MOBILE FIELD FORCES, ETC..**

# EXAMPLE "DIVISION" (WILDLAND FIRE MODEL)

	<u>Personnel</u>
3 Hand Crew Strike Teams	80
1 Bulldozer Strike Team	4
Engine Strike Team	<u>16</u>
Total Personnel	110

# **MAJOR INCIDENT MANAGEMENT ICS ORGANIZATION OPTIONS**

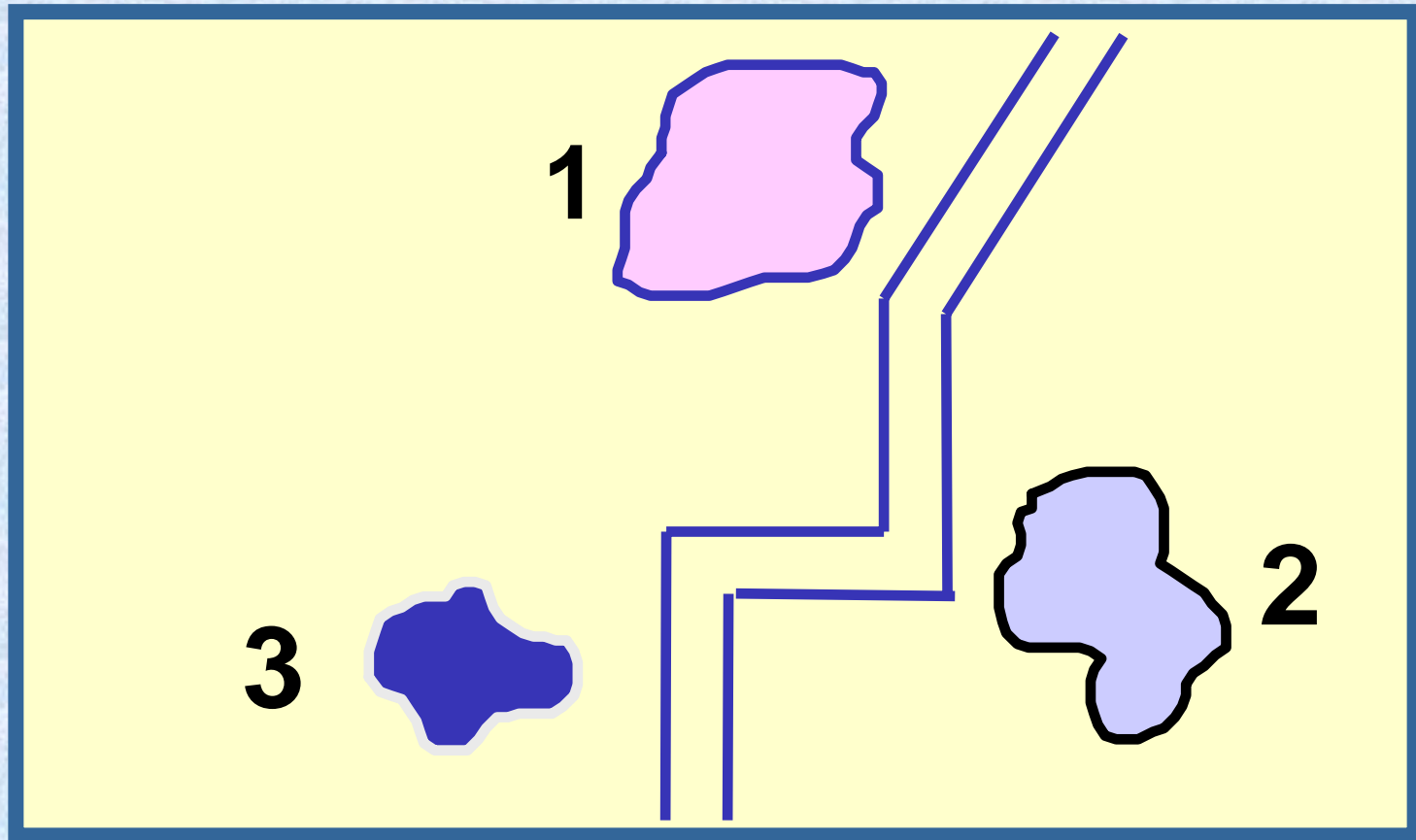
- **Incident Complex - multiple incident management with a single ICS organization**
- **Dividing a single incident into two (or more) incidents**

# **MAJOR INCIDENT MANAGEMENT ICS ORGANIZATION OPTIONS**

- **Expanding the ICS planning capability for incidents**
- **Expanding the ICS organization to accommodate a second Operations or Logistics Section**

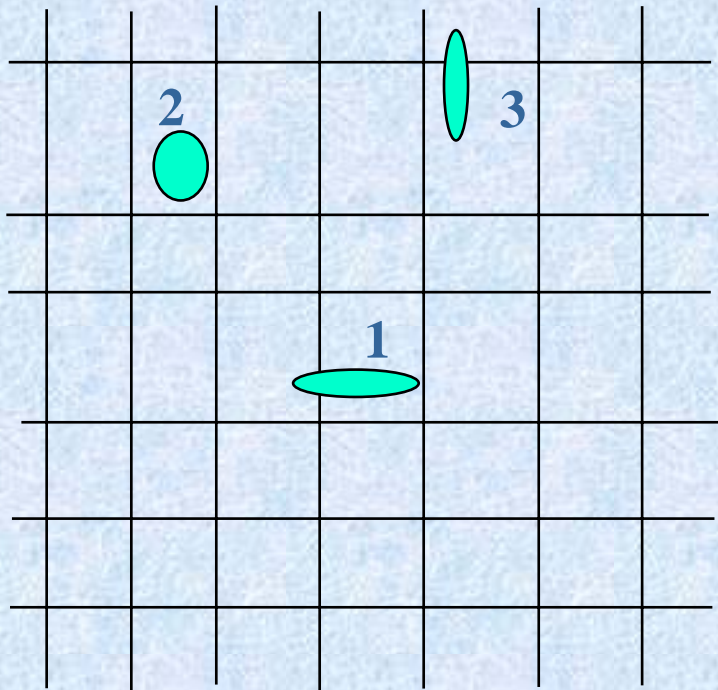


# THREE FLOOD LOCATIONS MANAGED AS A COMPLEX

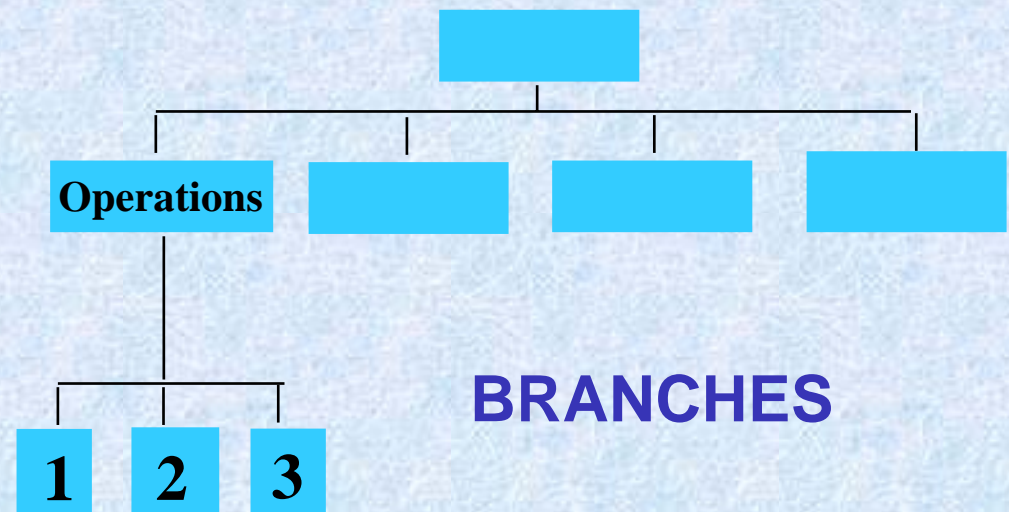


# INCIDENT COMPLEXES

One Management Team Incidents Are  
Branches Within Single ICS



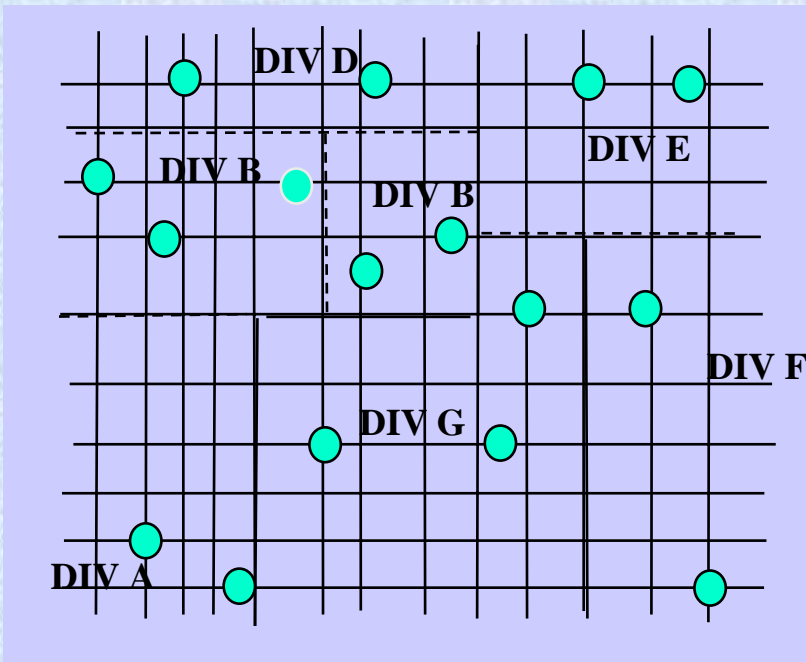
Incident 1 Management Team  
Takes Over Other Incidents



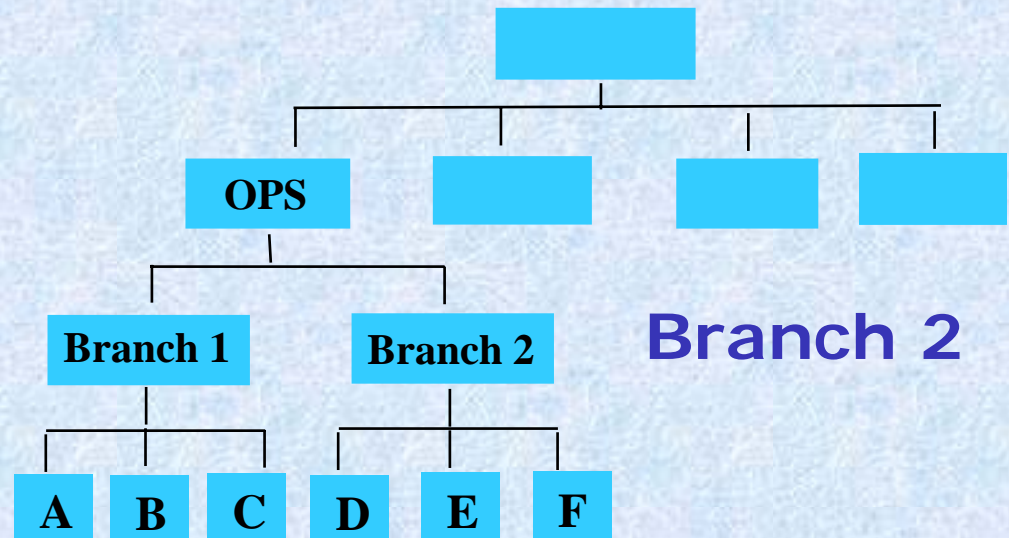
# INCIDENT COMPLEXES

## Another Use of Branches and Divisions in Complexes

### Branch 1



Area is Divided Into Branches and Divisions. Incidents Are Managed at the Division Level.



# EXAMPLES OF THE USE OF AN INCIDENT COMPLEX

- An earthquake, tornado, flood, etc., situation where there are many separate incidents occurring close together
- Several separate fires are burning in close proximity to one another

# EXAMPLES OF THE USE OF AN INCIDENT COMPLEX

- One incident is underway with an ICS management team assigned, and other smaller incidents occur in the same proximity



# CONSIDERATIONS FOR THE USE OF A COMPLEX

- A Complex may be managed under a Single or Unified Command
- The incidents are close enough to be managed by the same Incident Management Team

# CONSIDERATIONS FOR THE USE OF A COMPLEX

- Some staff and/or logistical support economies could be achieved through a combined management approach
- The number of overall incidents within the jurisdiction requires consolidations to conserve staff and reduce costs

# CONSIDERATIONS FOR THE USE OF A COMPLEX

- Planning/Intelligence,  
Logistical, and Finance/  
Administration activities  
can be adequately provided

# **GUIDELINES IN ESTABLISHING AN INCIDENT COMPLEX**

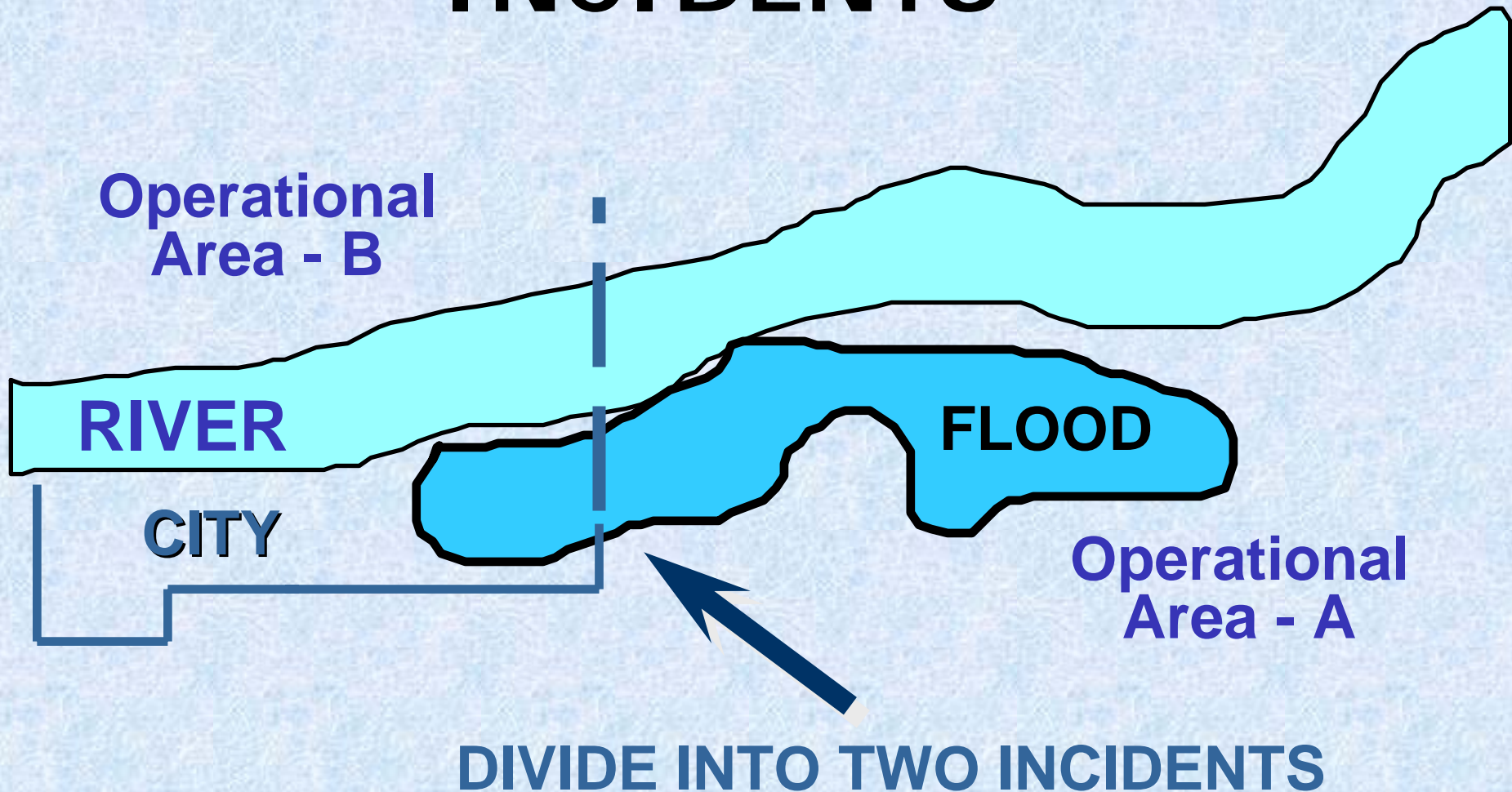
- **Establish each of the separate incidents within an incident complex as branches of a single incident**

# **GUIDELINES IN ESTABLISHING AN INCIDENT COMPLEX**

- **Divide area into Geographic Branches. Divisions within branches assume responsibility for management of incidents**



# DIVIDING A SINGLE INCIDENT INTO TWO INCIDENTS



# HOW TO DIVIDE AN INCIDENT

- **Consider the following:**
  - **Terrain and access considerations**
  - **Locations of future resource and logistical support**
  - **Jurisdictional/administrative boundaries**
  - **Current Operations Section structure (branches, divisions, etc.)**

# HOW TO DIVIDE AN INCIDENT

- **Select Incident Commanders and the Command and General Staff for each incident**
- **Supporting organization facilities, locations, etc. need to be designated**

# HOW TO DIVIDE AN INCIDENT

- Designate time for establishing two separate incidents with individual names
- Direct the two incident management organizations to coordinate strategy and critical resources

# HOW TO DIVIDE AN INCIDENT

- **An Area Command should normally be established**



# EXPANDING THE ICS PLANNING CAPABILITY

## ***TWO WAYS:***

- Branch tactical planning
- Advanced incident planning

# BRANCH TACTICAL PLANNING

## Conditions:

- Major or complex incident
- Widely varied objectives exist
- Plan preparation and distribution cannot be done within available time

# **BRANCH TACTICAL PLANNING**

**Provide the following:**

- **General incident objectives**
- **Specific strategy for the branch for the next operational period**
- **Branch resource summary for the next operational period**

# BRANCH TACTICAL PLANNING

## Other Considerations:

- Weather and safety information
- Any changes to logistical support
- Personnel to support planning as required

# **OPTIONS FOR ACCOMPLISHING ADVANCE INCIDENT PLANNING**

- **Assign a Deputy Planning/  
Intelligence Chief the advance  
planning function**
- **Assign a Technical Specialist(s)  
to perform the function**



# **OPTIONS FOR ACCOMPLISHING ADVANCE INCIDENT PLANNING**

- **Establish a special unit within the Planning/Intelligence Section to handle advance planning**

# **ADVANCED PLANNING CONSIDERATIONS AT AN INCIDENT**

- **Overall goal and incident objectives**
- **Previous and present Operational Period plan adequacy**

# **ADVANCED PLANNING CONSIDERATIONS AT AN INCIDENT**

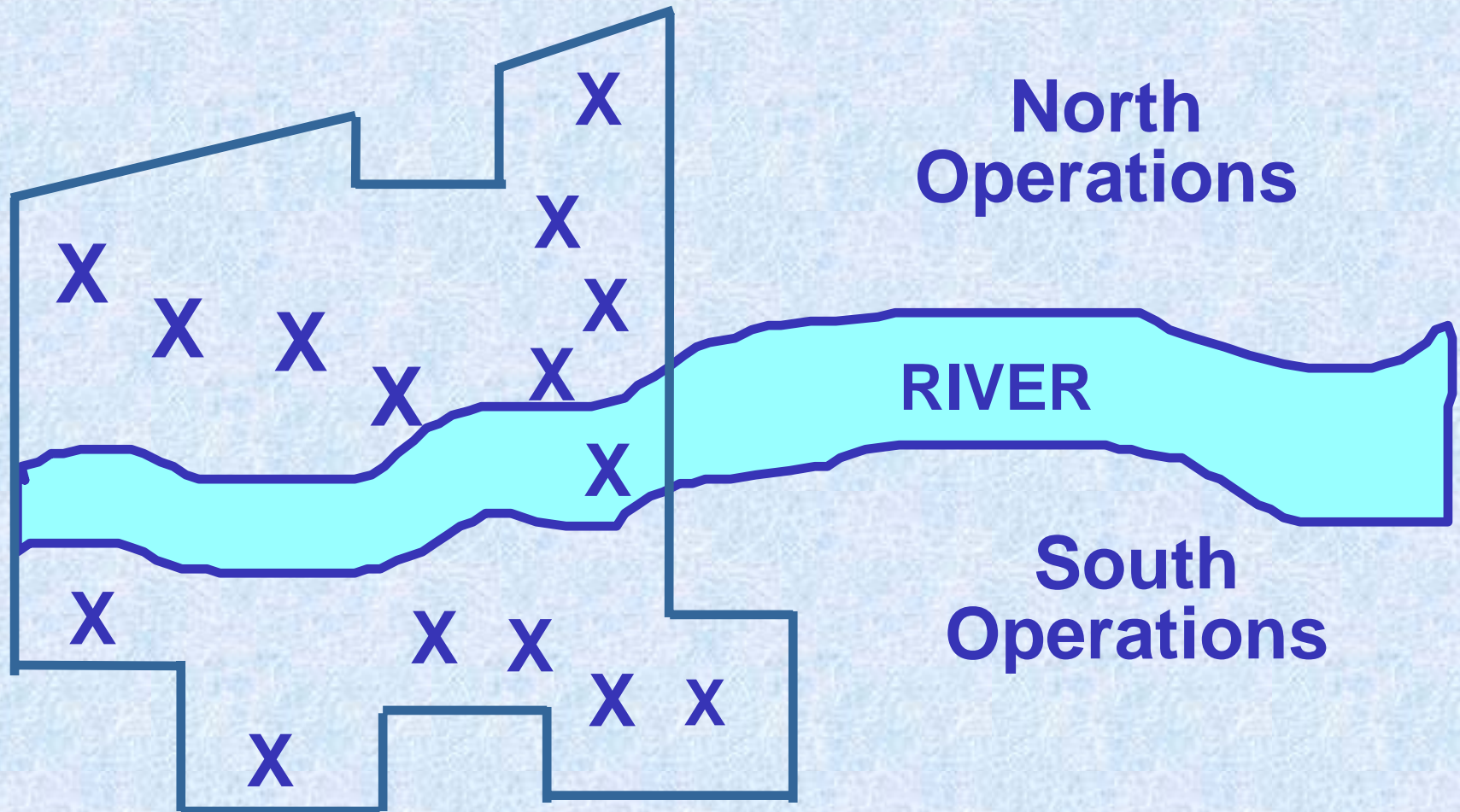
- **Future agency and mutual-aid resource availability**
- **Strategy assessment and alternatives**

# **ADVANCED PLANNING CONSIDERATIONS AT AN INCIDENT**

- **Environmental factors  
(terrain, weather, etc.)**
- **Organizational assessment  
and alternatives**
- **Political issues**

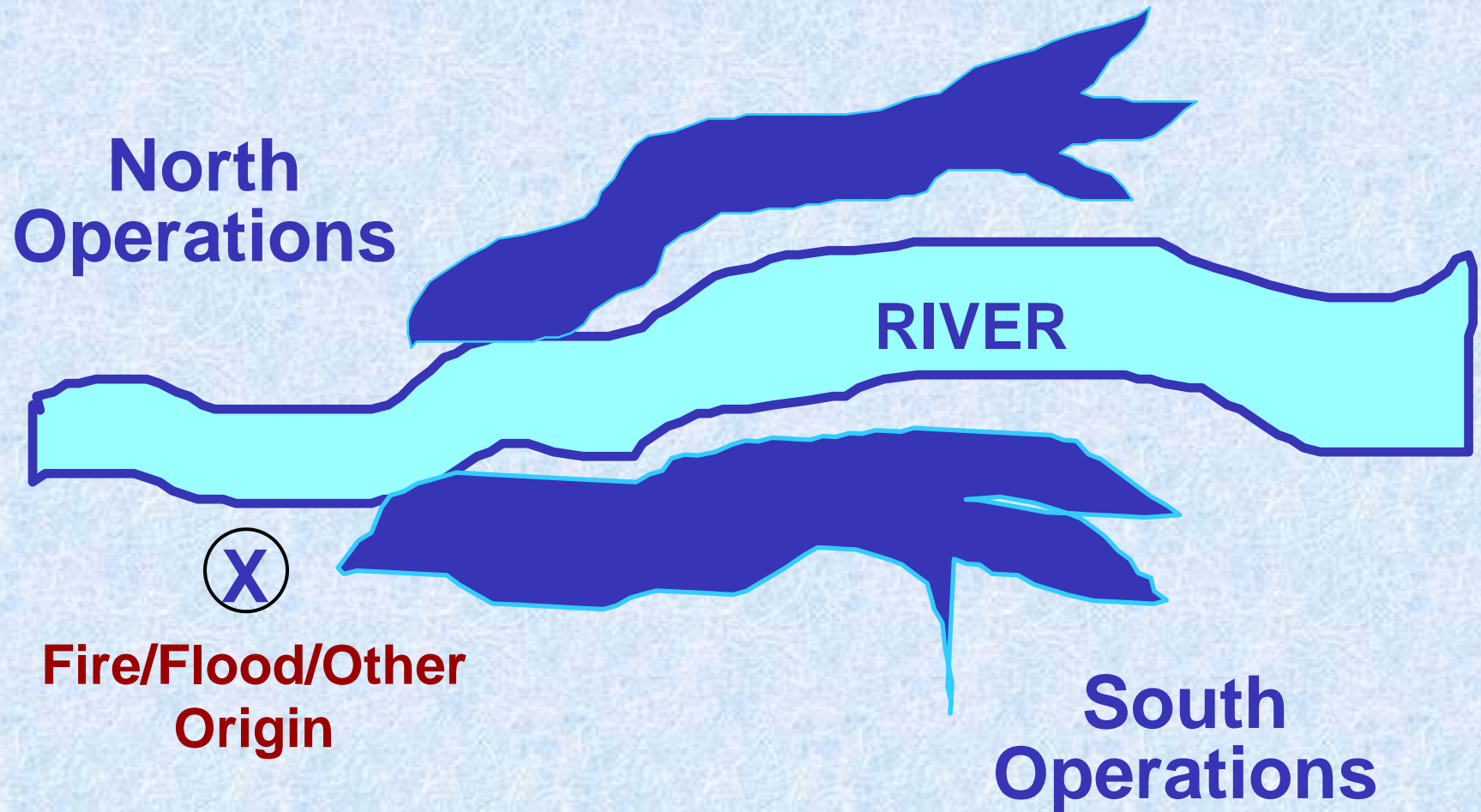
# EXAMPLE #1

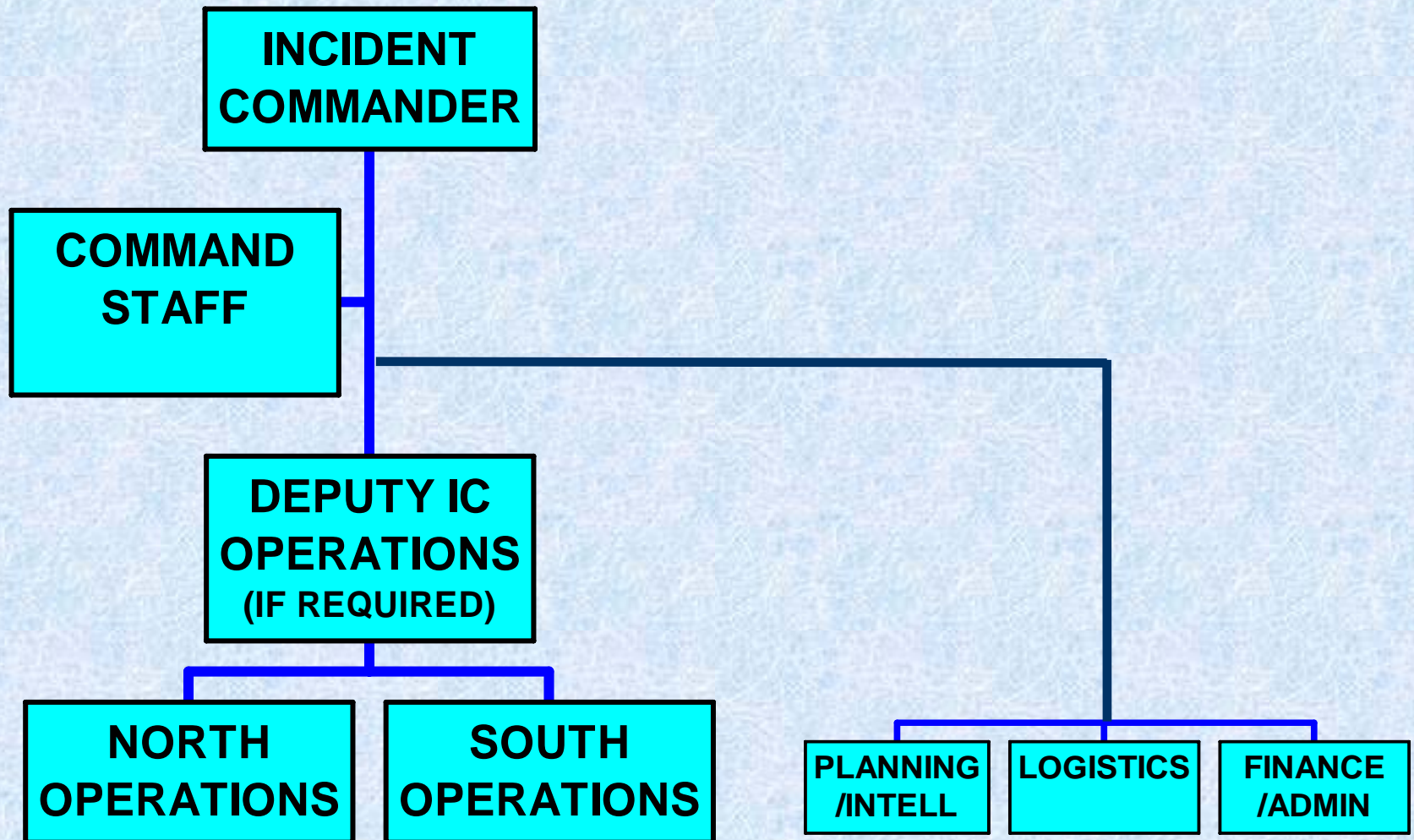
**X = Reported Incidents**





# EXAMPLE #2





# **MAJOR STEPS IN ADDING A SECOND OPERATIONS SECTION TO AN EXISTING ICS ORGANIZATION**

- **Ensure Command and General Staff functions can adequately support the expansion**
- **Could require establishing a Deputy Incident Commander for Operations**

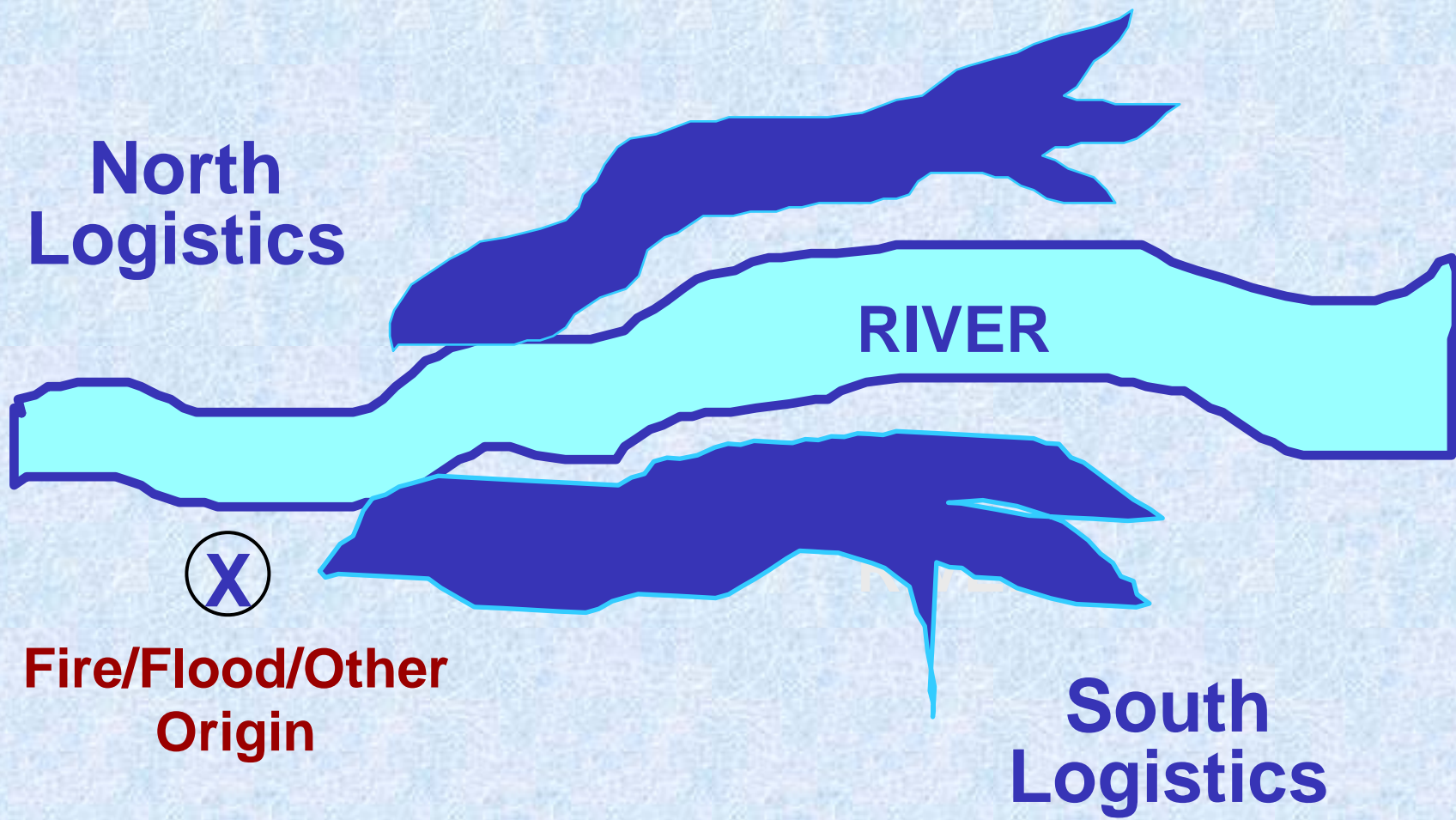
# **MAJOR STEPS IN ADDING A SECOND OPERATIONS SECTION TO AN EXISTING ICS ORGANIZATION**

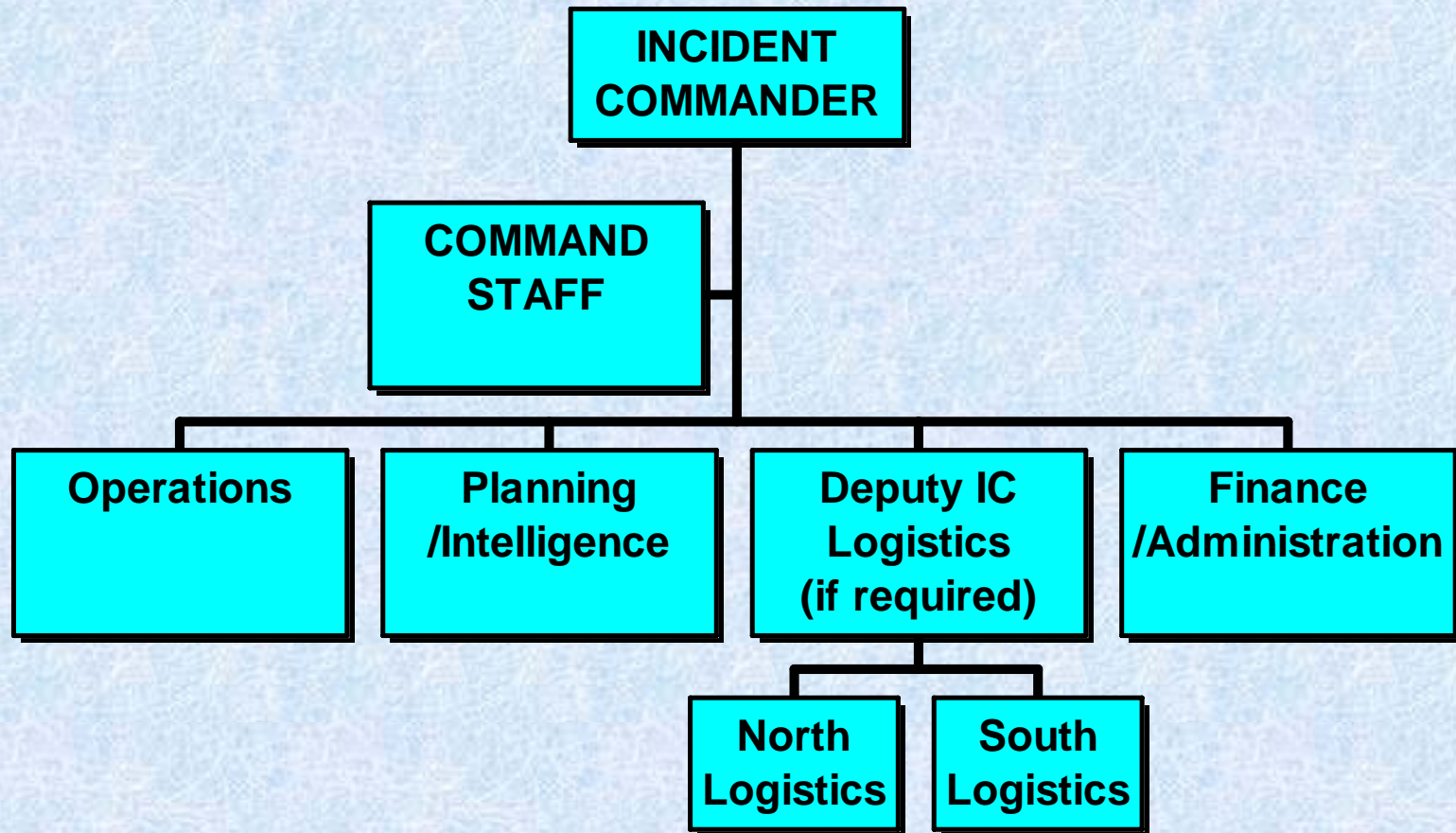
- **Ensure that adequate incident action planning can be accomplished**
- **Ensure that logistics, facilities, and communications are adequate to support the additional section**

# **MAJOR STEPS IN ADDING A SECOND OPERATIONS SECTION TO AN EXISTING ICS ORGANIZATION**

- **Establish the second Operations Section at the beginning of an operational period**
- **Ensure that all incident supervisory personnel are aware of the expanded organization**







# **MAJOR STEPS IN ADDING ANOTHER LOGISTICS SECTION TO AN EXISTING ICS ORGANIZATION**

- **Ensure Command and General Staff functions can adequately support the expansion**
- **May require designating a Deputy Incident Commander for Logistics**

# **MAJOR STEPS IN ADDING ANOTHER LOGISTICS SECTION TO AN EXISTING ICS ORGANIZATION**

- **Ensure that adequate incident action planning can be accomplished**
- **Establish the second Logistics section at the beginning of an operational period**

# **MAJOR STEPS IN ADDING ANOTHER LOGISTICS SECTION TO AN EXISTING ICS ORGANIZATION**

- **Ensure that all incident supervisory personnel are aware of the expanded organization**